# KAIZEN implementation
# Small KAIZEN and Large KAIZEN

KAIZEN Training of Trainers

2015

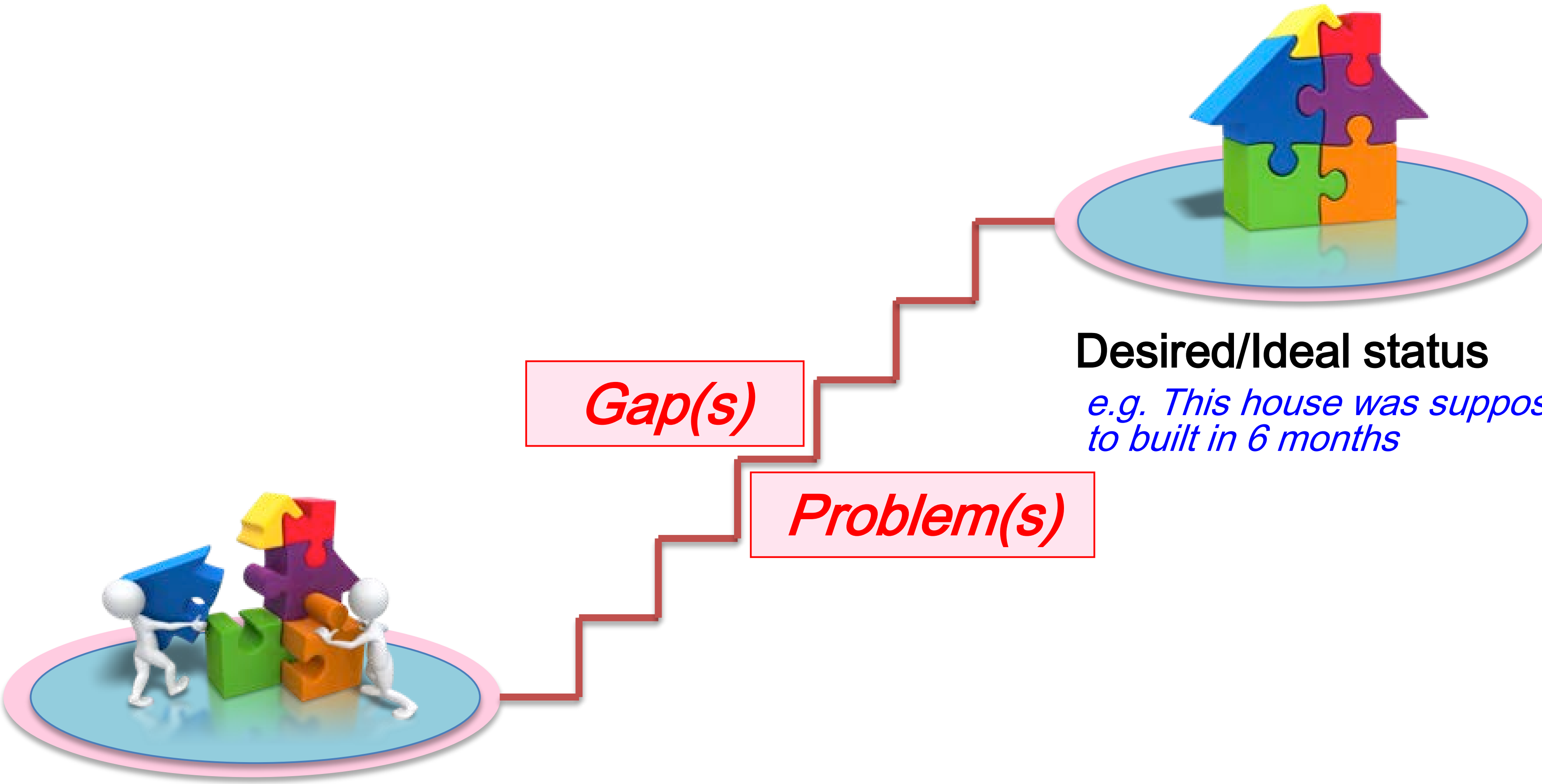
*KAIZEN Facilitators' Guide*
*Page __ to __ .*

# Objectives of the session

At the end of the session, trainees are able to:

1) Understand what is KAIZEN
2) Understand what is “problem” and levels of problem
3) Understand “Small KAIZEN” and Large KAIZEN
4) Understand how to practice Small KAIZEN and Large KAIZEN
5) Understand outline of Small KAIZEN

# What is “Problem”?




**Desired/Ideal status**

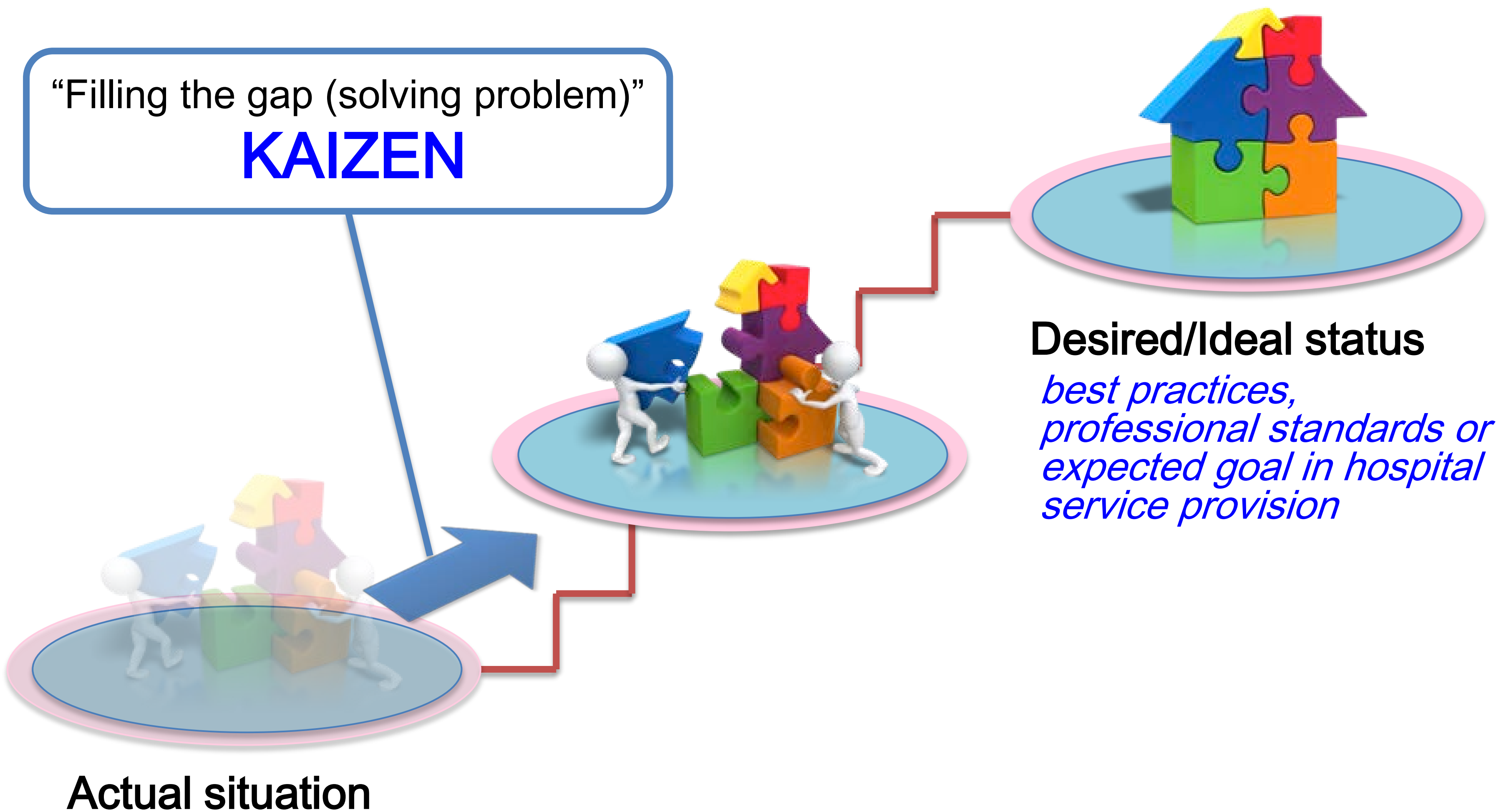
*e.g. This house was supposed to built in 6 months*

**Actual situation**

*e.g. 6 months passed but not yet completed*

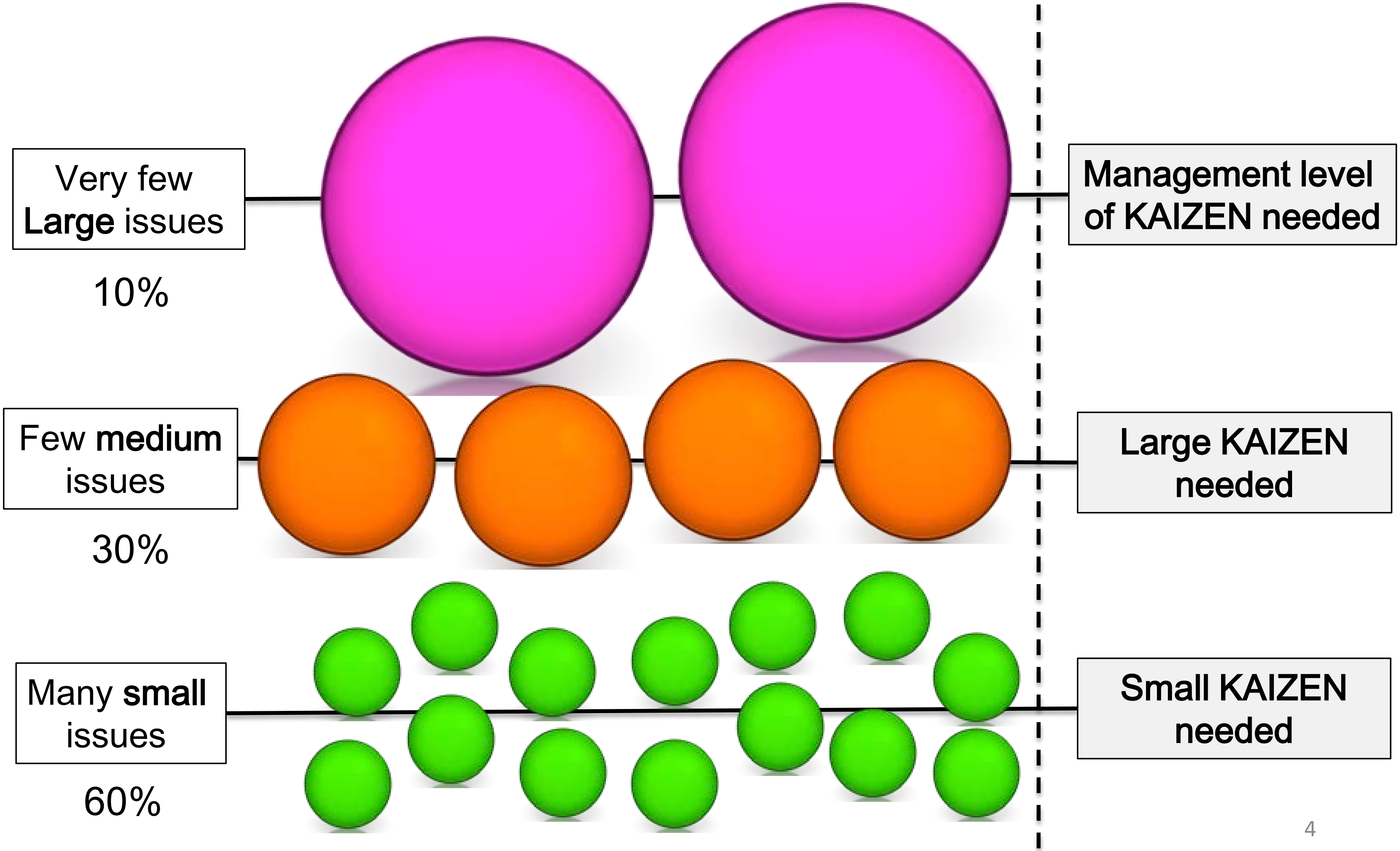
Difference/Gap between “Desired status” and “Actual /current situation” is “problem(s)”

# What is “Problem”?




*Clarifying ideal situation can help you to identify problems in your working place*

# Level of problems/issues – level of KAIZEN



# What is “KAIZEN”?

改 善

KAI ZEN

“Change” & “Improvement”

||

Change for the better

- “KAIZEN” is a problem solving process for achieving a Total Quality Managed hospital
- It is repetitive (continuous) possible changes on your way of working

# Where KAIZEN is practiced?



Physiotherapy

Kitchen

Outpatient service department





Operating Theater

Engineering department






Laundry

Sterilization Department

Wards



Medical record department



Mortuary

X-ray

Pharmacy

Administration offices

Schools

Store



Laboratory



*Answer is …*

***Everywhere in a hospital***
***"Hospital-wide activity"***

# Who practices KAIZEN activities?

- Hospital services are providing in all hospital areas
- Only nurses are practicing KAIZEN?
- Only laboratory staff are practicing KAIZEN?




*Answer is …*

*Everybody in a hopsital practice KAIZEN activities*

# When KAIZEN is practiced?

- Recommended period to finish one-KAIZEN cycle is 6 months
- However, KAIZEN activities are practiced in this 6 month only?

*Answer is …*

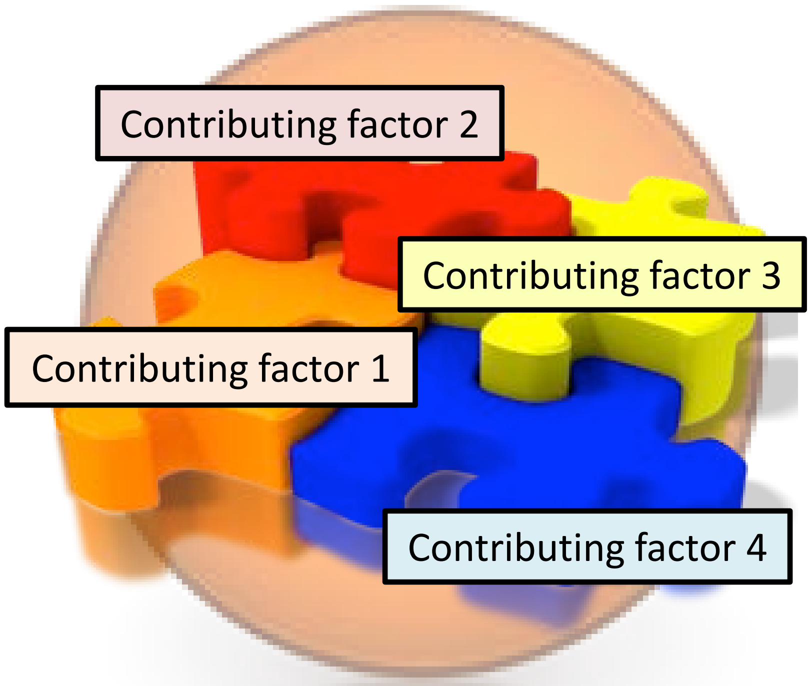
*Everytime to provide hospital services to internal and external clients*

# Target of KAIZEN

- The target of “KAIZEN” is **your work**, not others’
- Dissatisfaction, complains to the current situation, complains about people are not fit to be the KAIZEN theme because it is based on “negative attitude”
- KAIZEN theme must be based on **positive wishes** of workers such as “we would like to be/do……”

# Differences between large and small problems

## Large problem




*"Large problem" is composed of several "contributing factors"*

KAIZEN Process (QC story)

## Small problem



*Small problem is simple composition. Not complicated*

Small KAIZEN

# Different level of “KAIZEN”

| | Large KAIZEN<br>(KAIZEN Process - QC story) | Small KAIZEN |
|---|---|---|
| Target | Large problem, Medium problem | Small problem |
| Period of implementation | Need certain time<br>(one KAIZEN cycle is maximum 6 months) | Short time<br>(Few minutes – less than one month) |
| Process of implementation | 1) Identify problems<br>2) Collect baseline data<br>3) Identify causes<br>4) Come up with possible measures<br>5) Implement measures… etc. | 1) Identify problems<br>2) Come up with the solutions<br>3) Implement |
| Persons in charge | All section staff | All section staff |
| Type of record | Records according to QC story | Good practice sheet, Small KAIZEN sheet |

*Key question is…*

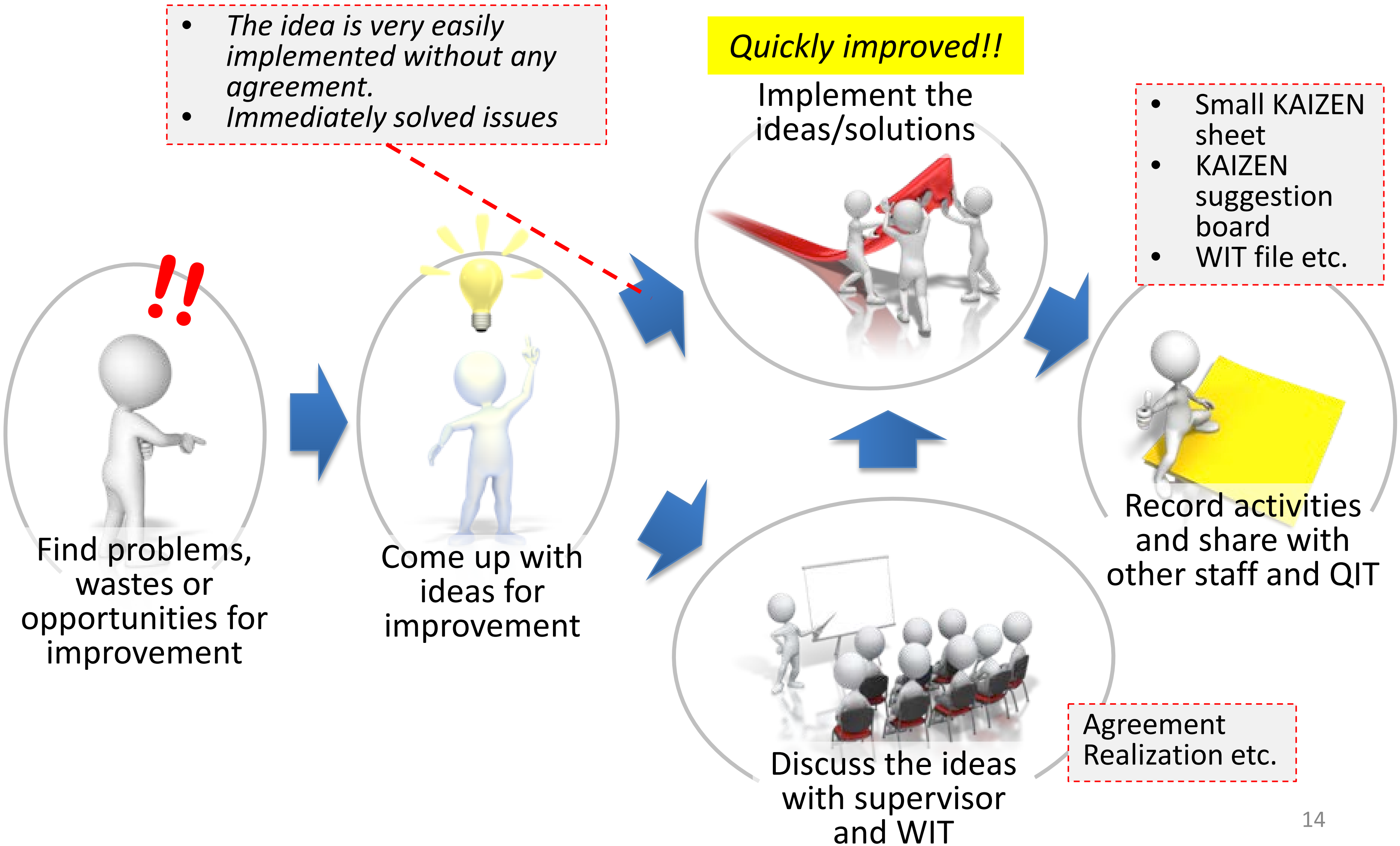
*“can you come up with the solutions immediately?”*

# Small KAIZEN

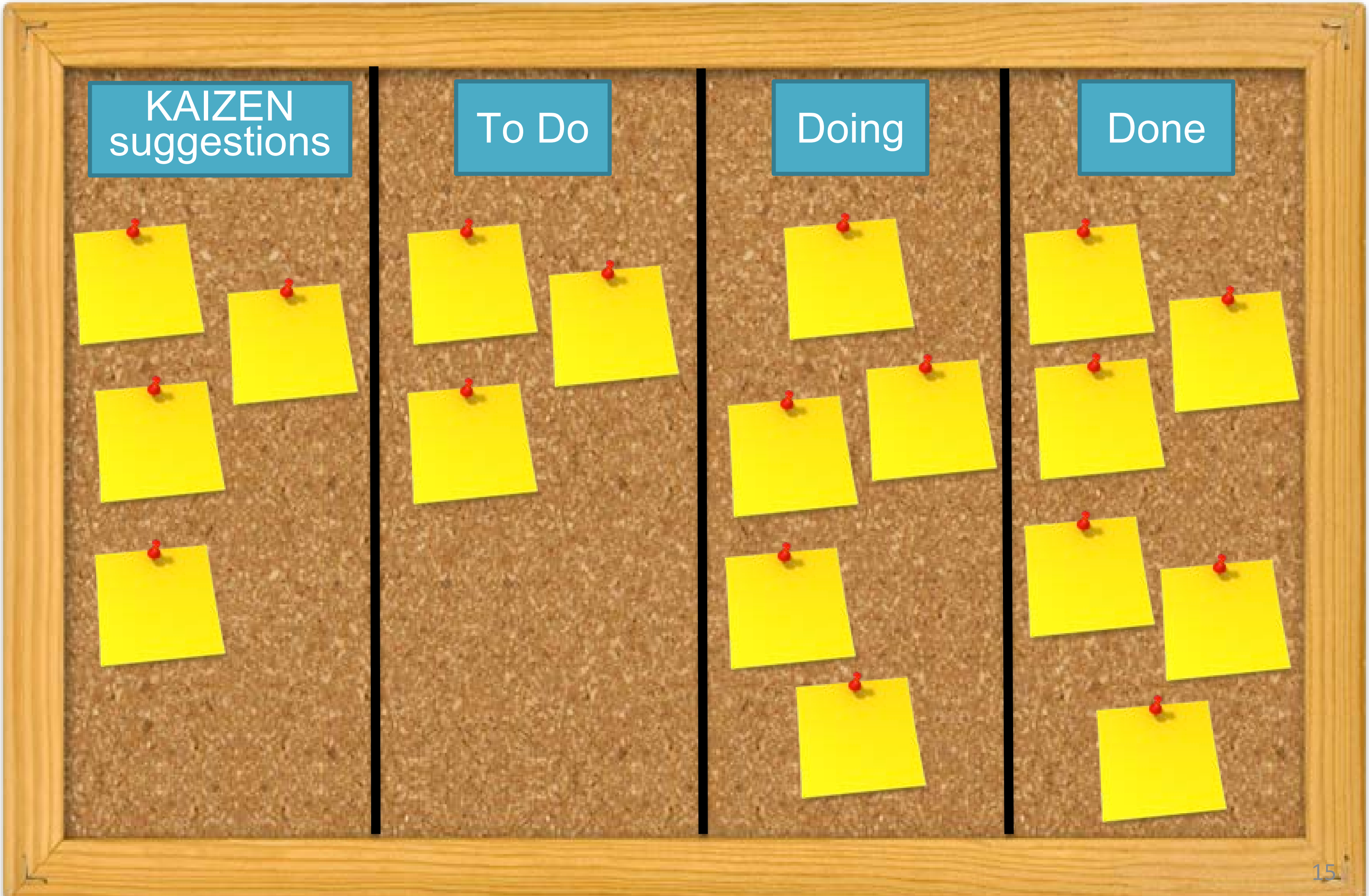
# Small KAIZEN

- Quick and easy KAIZEN
- Small KAIZEN helps to
  - eliminate or reduces waste
  - promotes personal growth of employees and the organization
  - serves as a barometer of leadership
- Implementing health workers' ideas as small changes can be done by the worker him/herself with very little investment of time

# Process of Small KAIZEN



# KAIZEN Suggestion Board



# How to use KAIZEN suggestion board

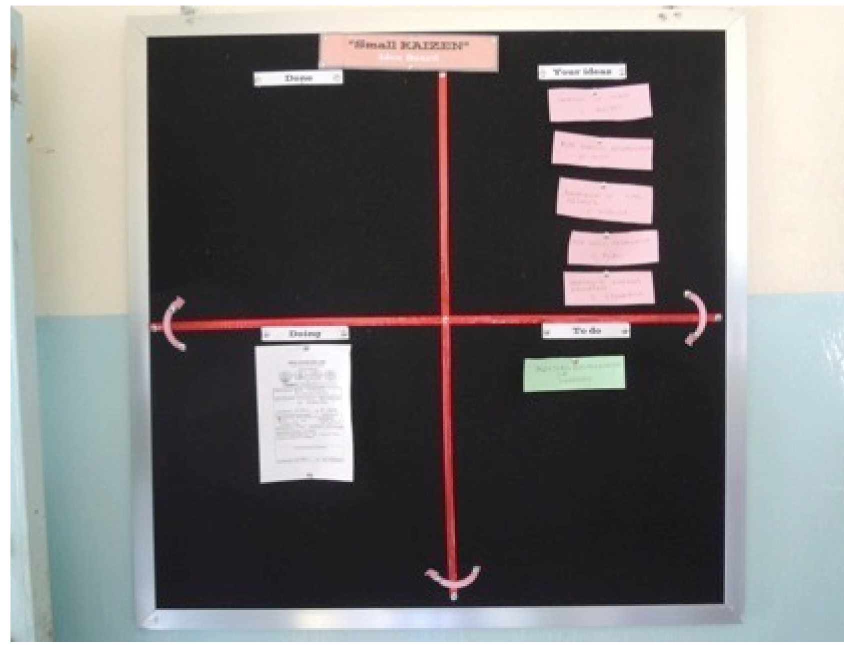



- Write your idea on small paper and stick it when you come up with ideas for improvement
- Move the paper to “TO DO” when supervisor or WIT are discussing
- Move the paper to “Doing” when you are practicing the ideas after agreement from the supervisor or WIT
- Move the paper to “Done” when you complete the ideas

# Examples of KAIZEN Suggestion Board

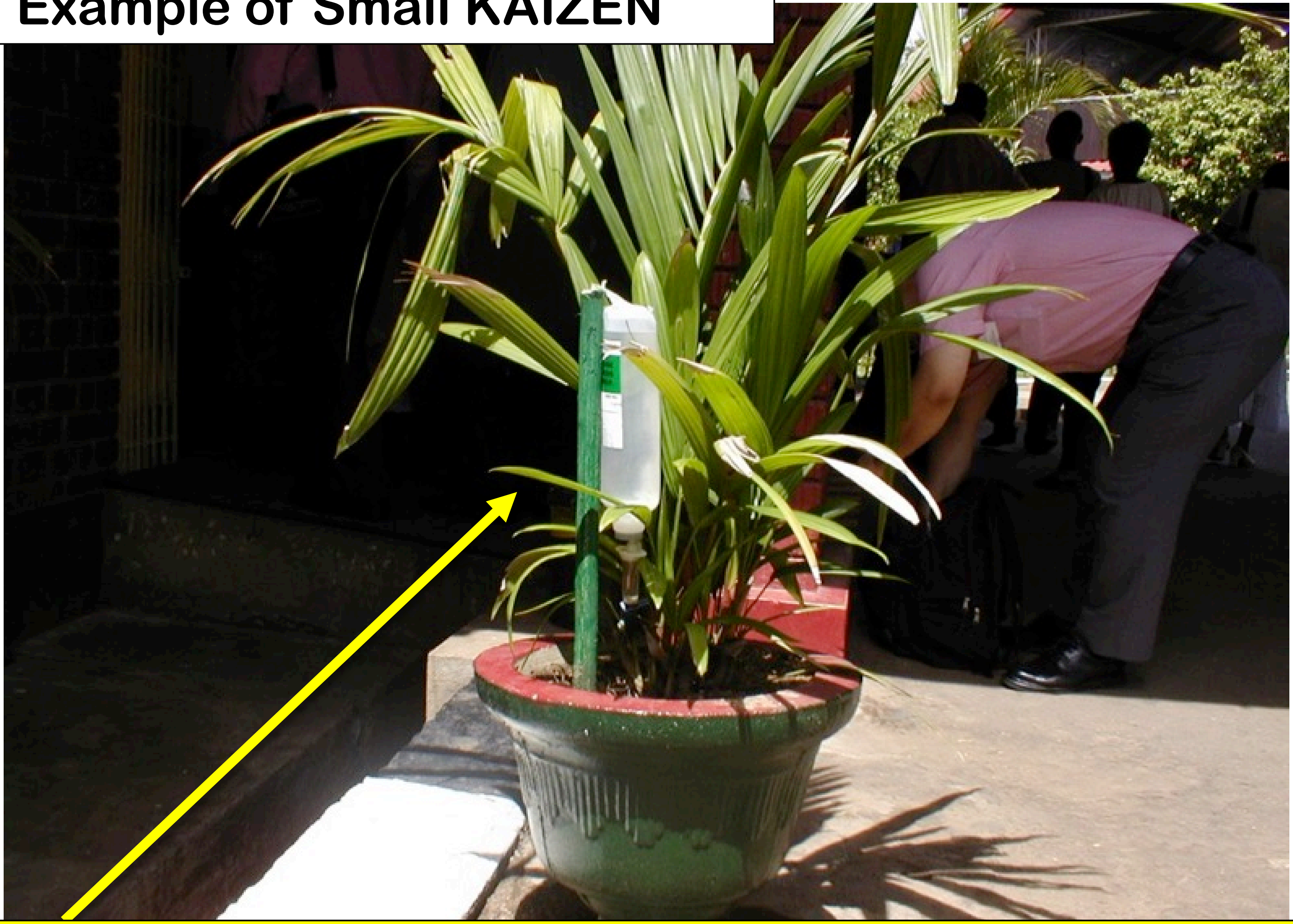



*Mbeya Zonal Referral Hospital*




*Singida Regional Referral Hospital*

# Example of Small KAIZEN



Small KAIZEN was done by gardeners in the hospital by recycling discarded clean infusion set for water supply for plants.

# Example of keeping Small KAIZEN

# Small KAIZEN is overlaps with 5S activities

- Examples:
  - Waste bin color coding to prevent mix-up of medical wastes
  - Labeling on switches to save energy
  - Visual control to prevent stock out or improve inventory
  - Proper numbering to shorten retrieve patient files



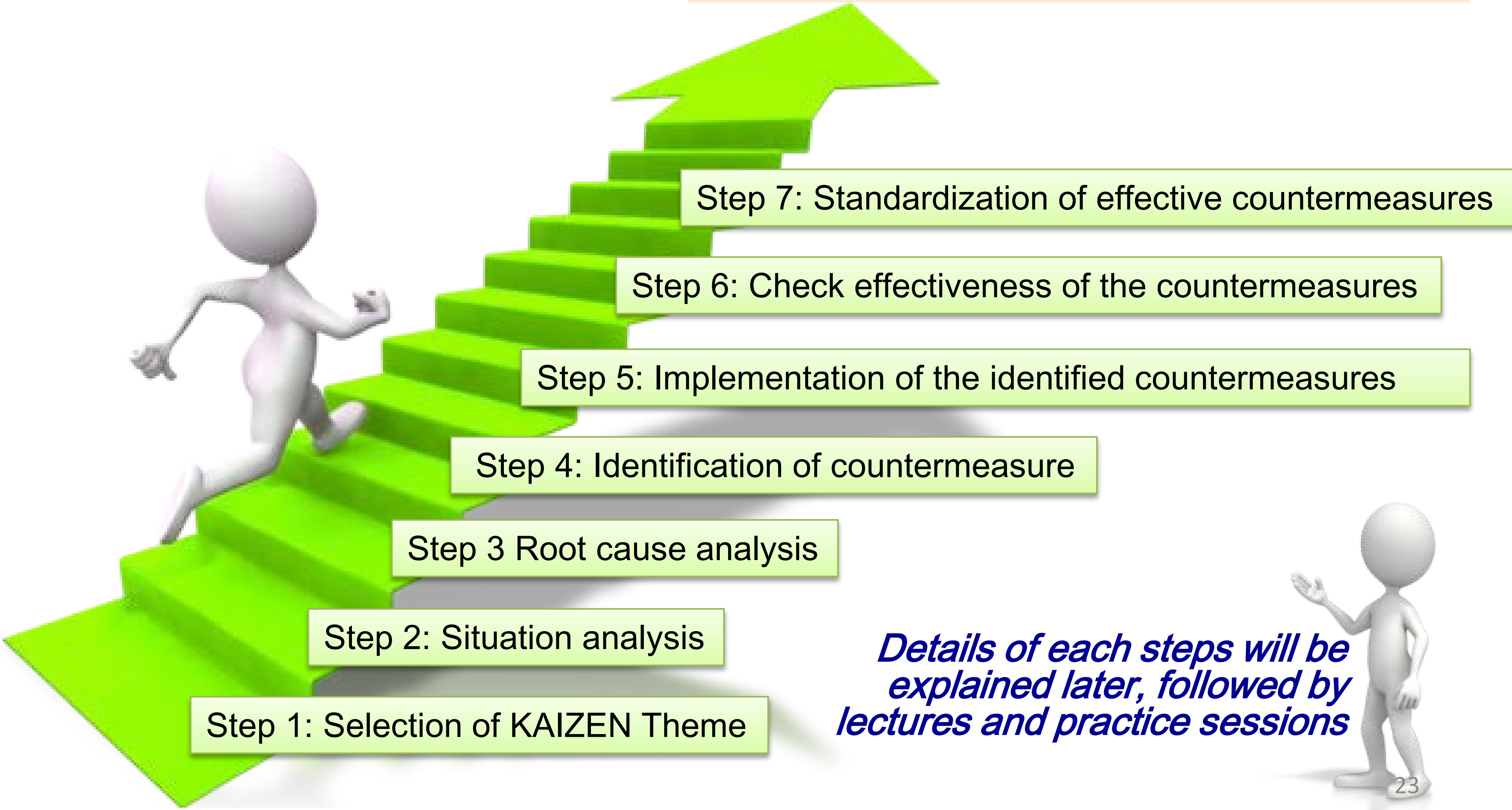
# Large KAIZEN

# KAIZEN Process (QC story)

- Basic procedure for solving problems scientifically, rationally, efficiently and effectively
  - remove barriers
  - reduce wastes
- One cycle of KAIZEN activities takes maximum 6 months
- Composed by seven (7) steps

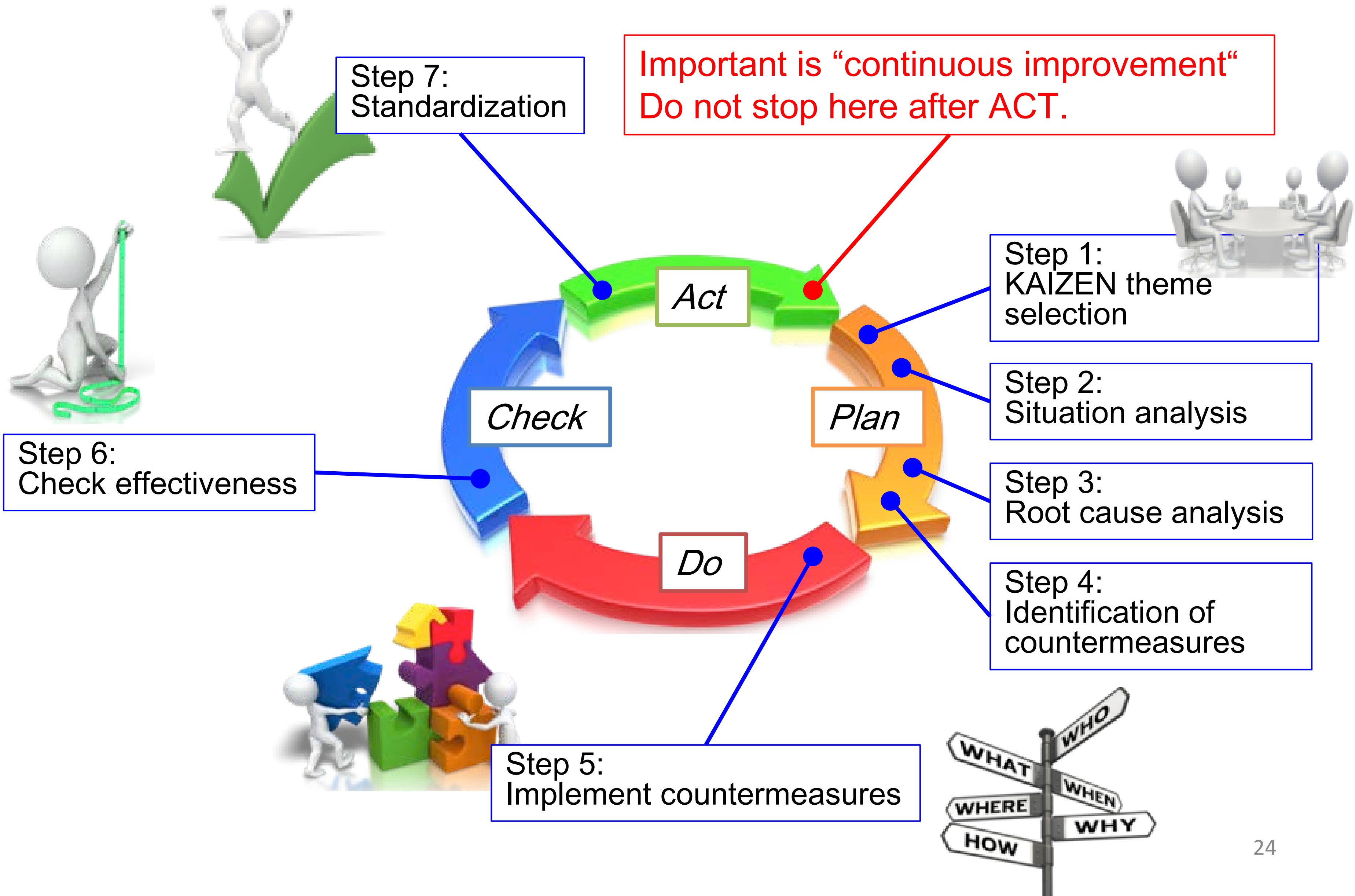
# KAIZEN Process

Solving problems at working place, and improve situation and condition

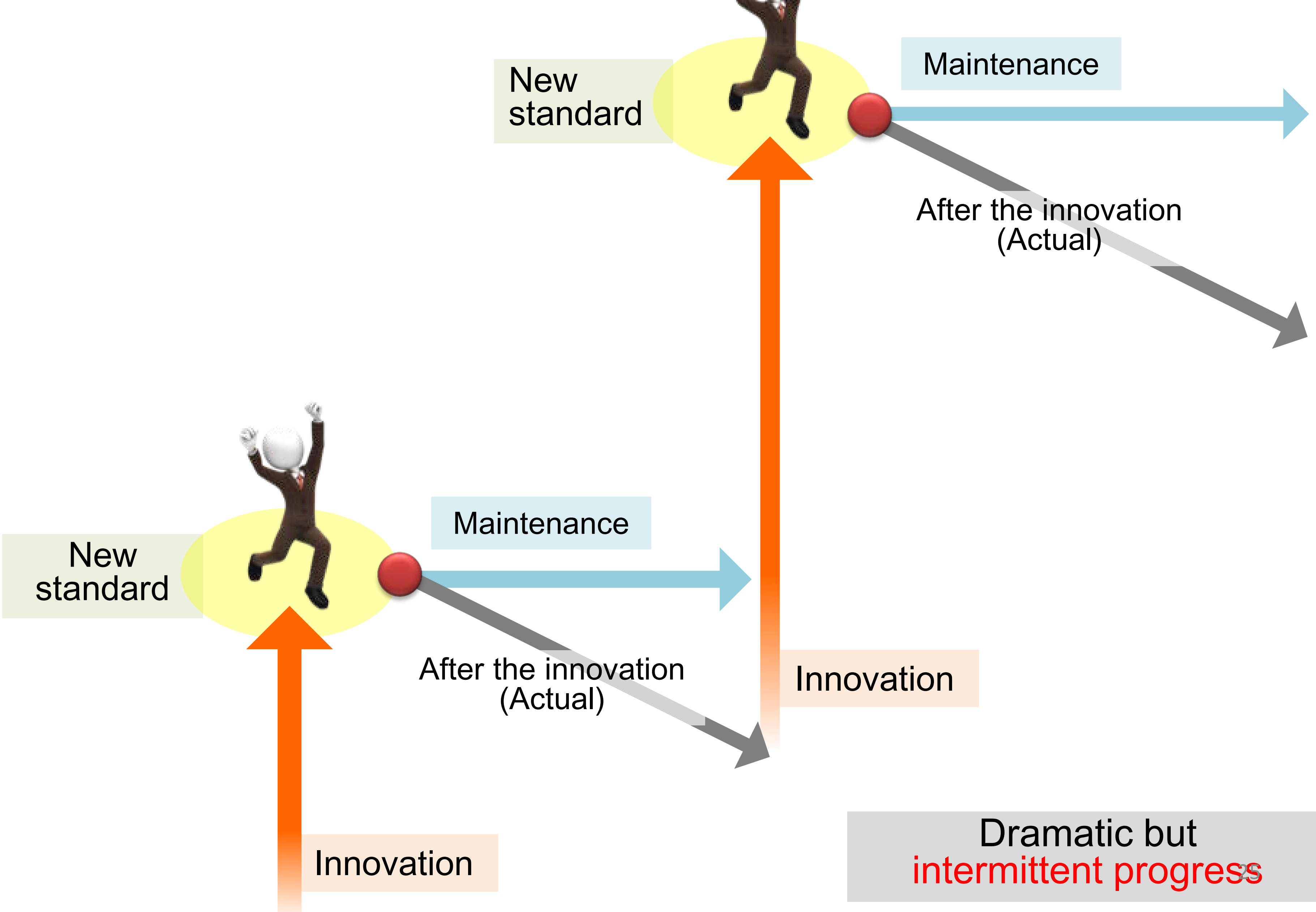



***Details of each steps will be explained later, followed by lectures and practice sessions***

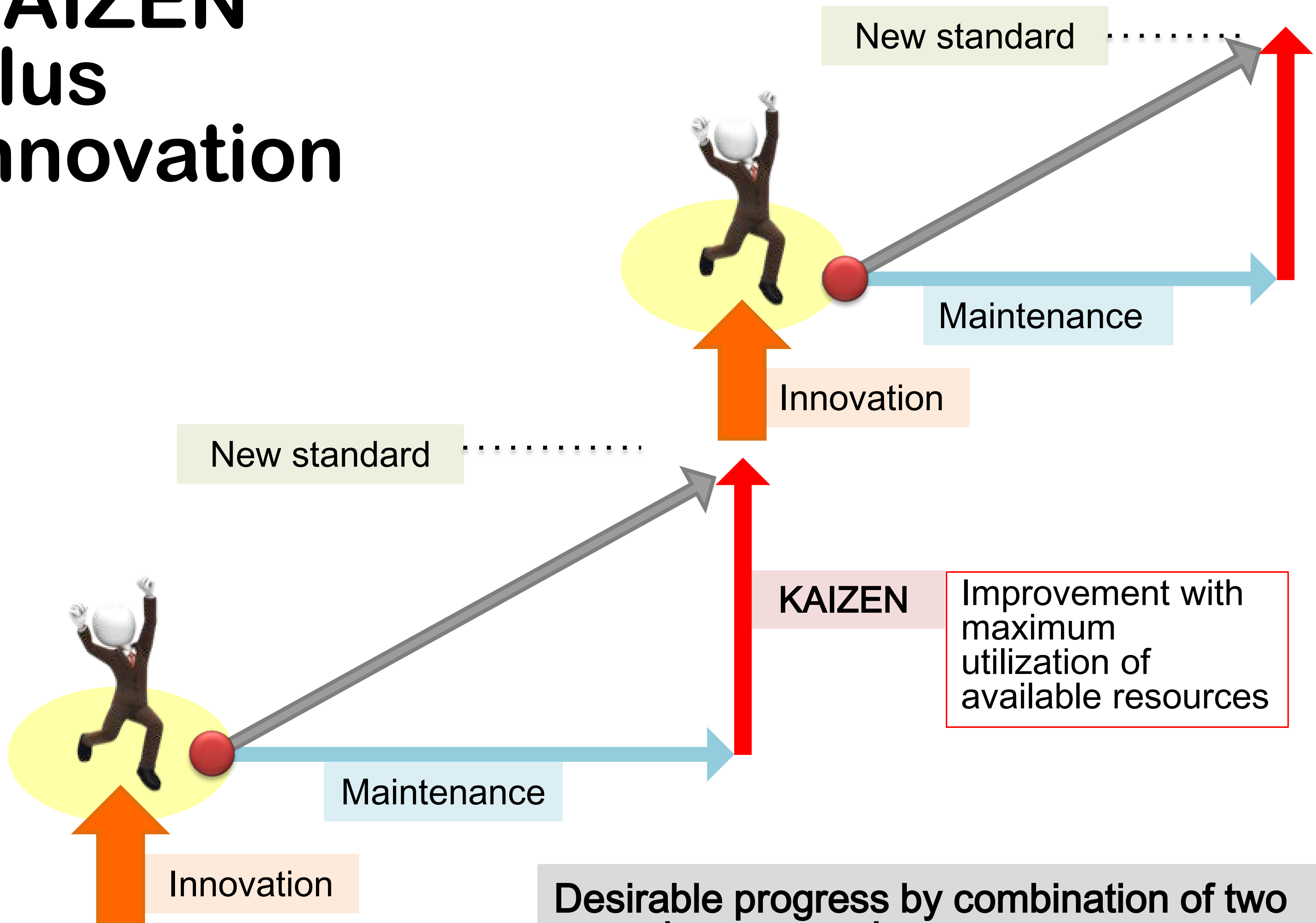
# PDCA cycle and “KAIZEN”



# Innovation


New standard
Maintenance
After the innovation (Actual)
Innovation
New standard
Maintenance
After the innovation (Actual)
Innovation
Dramatic but
intermittent progress

# KAIZEN Plus Innovation




**Desirable progress by combination of two opposing approaches**

# Tips for KAIZEN

- Share of ideas and good/best practices within the hospital, and adopt the practices everywhere in the hospital
- Integrate everyone's image
- Don’t blame other’s opinions (No blaming culture)
- Do what you can do with maximum utilization of existing resources

***Thank you for listening!***

